

SES Selection/Management

Observations

- Too slow
- Limited flexibility to establish and reassign
 - People
 - Positions
- Difficult to attract right people in right quantities
- Rotation of SESs
 - To exploit capabilities/knowledge?
 - To develop capabilities/knowledge?

Causes

- Too many non-value-added steps
- Too many people involved
- Rice bowls
- Restrictive policy
- Lack of importance at DA
- Unpredictability of timeline
 - problems scheduling panels/boards

GOMO-Like Management

Positives

- “Shared leadership”
- Efficient
- Deliberate management of officer corps
- Central management and control



Emulate in
“objective” SES management
approach

Negatives

- Quick Rotation (2-3 yrs)
 ⇒ Breadth vs Depth
- Inflexibility to rotate personnel
- Does not consider external candidates
- Central management and control




Guard against in
“objective” SES management
approach

SES Selection and Management

- *Some Potential Recommendations* -

DO

1. Request authority to manage SESs within AMC
 - “Stretch Goal” of 45 days (!)  See L6S
 - Authority to reassign within AMC.

OR

2. Establish Senior Executive body to enable management of SES corps similar to 4-star GO management process.

WILL

- Establish Senior Executive body to enable management of SES corps similar to 4-star GO management process
- Schedule panels and boards in anticipation of release of package
- Recruit with limited overlap
 - Up to 3 months
 - Use standing vacancies to support selection
 - Establish “15(P)” to aid in position management if required
- Establish SES “developmental” positions to create pool
 - Select from pool to fill future vacancies with significantly shortened timelines
 - Rotate into PEO/DPEO positions under LCMC approach
- Select 2-3 star level SESs from within Army using only informal competition

Leadership Development

Desired KSAs

- Joint and Multi-Service
- Multi-functional
(tailor to reqts of position)
- Military knowledge
- Technical competence
- SES ECQs



Must build Mil-Civ
networks, relationships,
and trust

Methods

DO

- Ensure civilian training is proportionately resourced
- Mil-Civ merged leadership training at all levels

WILL

- Rotational assignments:
 - PEO/PM
 - Field
 - Other MACOMs
 - Other Services
 - TWI
- Mentorship
- Multiple certifications(ie., ACQ CORPS, L6S)



Must manage deliberately
and with senior executive attention